



The Franconian International School is an **IB World School** with high expectations and rigorous educational standards. In a **values-based and caring environment**, young people are supported in becoming active and engaged **global citizens** and **life-long learners**. The FIS provides an inquiry-based curriculum for students from Early Years three-year-old classes through the Elementary and Middle Schools to graduation from the High School with the **International Baccalaureate (IB)** as well as the FIS High School Diploma.

FIS STRATEGIC PRIORITIES 2017 - 2022

The 2017-2022 FIS Strategic Plan lays out the school's primary objectives and priorities true to the mission: To foster international-mindedness through a challenging curriculum in a caring and cooperative environment, inspiring students to become well-rounded citizens committed to the service of humanity.

It was created with the active involvement of all the school community, starting in February 2016 with a thought-provoking look into the world in 2040 and how a school should be preparing students to be proactive shapers of that world. Three generative topics for the school to pursue emerged from this two-day retreat:

Well Being — Deep Thinking — Creativity

Committees and all-staff professional development workshops thoroughly analysed current performance and identified areas for further improvement – from the overall strategic direction of the school through to the work of every single department. Recommendations from the various accreditation bodies were incorporated into the plan, which was forged into shape during a three-day staff workshop in May 2017. Here, the plan was segmented into four areas in alignment with the overall strategy:

1. **Caring and Cooperative Community**
2. **The Learning Experience**
3. **Leadership and Growth**
4. **Fiduciary** (primarily financial and resource management)

For each of the four areas, the resulting Rationale, Scope and Key Performance Indicators give the strategy clear focus around the mission and the three generative topics. Action plans show the steps and timing for implementation, clearly define responsibilities, and enable the plan to be monitored and its success measured.

The FIS Board of Directors contributed to and oversaw the plan's development and regularly reviews its implementation. The plan was formally adopted at the start of School Year 2017/2018 and is valid until August 2022.

Implementing FIS Mission & Vision



FIS STRATEGIC PRIORITIES 2017 - 2022

Caring and Cooperative Community

FOCUS

RATIONALE

The Franconian International School is a diverse, internationally-minded learning community providing a firm foundation on which students and all stakeholders can flourish. Their personal growth, wellbeing and care is central to our mission and vision. Building and maintaining our caring and cooperative community depends on trust, inclusion and communication. Our community is committed to service learning, which in turn fosters core Franconian International School values and ethical standards. Continual reflecting is essential for the growth of our students and all members of our community to support them in achieving their full potential.

SCOPE

- Nurture relationships by communicating and embracing the FIS mission to sustain our caring and cooperative community
- Embed effective and efficient communication in order to ensure transparency and maintain respectful relationships
- Support students and community members in their personal growth from social, emotional, academic and moral perspectives to support their capacity in meeting and exceeding their potential
- Promote engagement with the community through service learning

KEY PERFORMANCE INDICATORS

- Interactions reflect mutual respect and an understanding of the community members' roles and responsibilities
- A community actively engaged in a system of reciprocal communication that is clear to all members
- Movement into, out of and within the FIS community are seamless
- A social and emotional learning program which impacts on well-being and personal growth
- Recognition and celebration of student, staff and parent commitment to the community
- Active engagement with service learning where experiences are varied, authentic and valued
- Clear criteria, policies and procedures ensure the successful inclusion of a manageable number of students with exceptionalities

The Learning Experience

RATIONALE

The Franconian International School places teaching and learning at the heart of everything we do. We aim to develop a student that confidently participates, makes connections with the wider world, develops community values, and acquires life-long skills in a collaborative holistic environment. Teachers and students at the Franconian International School work collaboratively and creatively to develop authentic and engaging learning experiences. Implementation of the FIS Learning Principles is consistent, so that all lessons nurture students both academically and personally.

SCOPE

- Expect collaboration which ensures effective curriculum and lesson planning
- Provide accessible learning experiences and effective programs to ensure support for all students
- Utilize assessment and moderation to monitor and support student progress
- Ensure that a FIS teacher utilizes a variety of teaching, learning, and assessment strategies to best meet the needs of their students
- Offer interdisciplinary links with meaningful connections to the local, regional, and global contexts
- Engage in dialogue and reflection to improve teaching and learning
- Promote a growth mindset founded on international mindedness
- Provide lesson experiences that are based on values that promote the FIS mission and vision

KEY PERFORMANCE INDICATORS

- Lessons are planned, taught and evaluated to ensure authentic learning, inquiry, creativity and deep thinking
- Curriculum is relevant, appropriate and dynamic; making meaningful interdisciplinary links
- Assessment and tracking guide planning and development
- Clear criteria, policies and procedures outline services and programs, which inform the scope of FIS inclusion
- Culture of ongoing collaboration, professional dialogue and reflective practice to meet the needs of all learners
- A learning environment which embodies the IB Learner Profile and the IPC personal goals

RATIONALE

The Franconian International School is committed to providing opportunities for all members of the school community to develop as leaders, building and participating in effective teams and leading by example. We recognise that leadership can be both formal and informal. It is important to empower leaders so that support, consistency, development and innovation are promoted throughout the school. All stakeholders embrace the roles of leaders allowing for clarity and shared understanding. Our school enables all members of the community to be role-models as they work towards individual and shared goals, fostering a growth mindset.

SCOPE

- Develop a clear definition of responsibility, communication and transparency in devolved decision making throughout the school with an emphasis on middle leadership
- Execute roles and responsibilities effectively
- Provide meaningful and relevant leadership opportunities
- Serve as role models of FIS values
- Build leadership capacity for all members of the community
- Promote a culture that embraces change and collaboration

KEY PERFORMANCE INDICATORS

- A responsive organisational structure where leadership roles are understood and transparent
- Communication is timely, transparent and commensurate with the role
- An appraisal system is responsive and supportive of the growth and development of leaders, so as to be held accountable
- A coaching and mentoring program which enables professional and personal growth
- Distributed leadership, enabling a culture where change and growth are embraced and affirmed
- Decisions are inclusive, supported and acted upon in a professional manner
- Positive and trusting relationships in which professional boundaries are respected and maintained

RATIONALE

The Franconian International School ensures through fiduciary sustainability to have the means and resources available now and in the future to achieve its mission. There are some fundamental requirements to achieve this. First and most important of all, the Franconian International School operates annually within its means. Building and educational project's funding are based on a financial long term plan to identify possible financial discrepancies as early as possible. Cash reserves are maintained at adequate levels to meet ongoing debt obligations and to ensure the Franconian International School can continue to operate through any unexpected financial emergency. School facilities are properly maintained, save and secure and enhanced to meet the requirements of the school. Mechanisms for assessing the effectiveness and functionality of the school's organizational structures have been developed.

SCOPE

- Appropriately plan and control operating expenses, which match expected enrolment and income
- Target a reasonable operating result for each year.
- Aim for a positive financial result without donations
- Establish additional sources of income that will provide other revenue streams for school operations and projects
- Ensure regular and transparent financial reporting
- Build and maintain a permanent cash reserve, which guarantees the payment of at least one monthly salary
- Execute the repair and maintenance of the school facilities in a timely and careful manner
- Build a gym in order to meet the additional need for sports facilities

KEY PERFORMANCE INDICATORS

- Development of enrollment is in line with the budgeted enrollment of the long term financial plan
- The following ratios are achieved:
 - Personnel Expenses and Income from School's Operations is smaller or equal 90%
 - Facility Costs and Income from School's Operations is smaller or equal 15%
 - Realized investment and investment budget is smaller or equal 100%
- The yearly financial result without donations is greater or equal 0 EUR
- The total amount of cash and cash equivalent [rolling average] is permanently greater or equal 1/12 of the yearly personnel expenses
- A revised tuition fee structure, which includes additional support fees
School facilities, which are fit for purpose
- A new gym is completed
- A reporting system, which clearly and transparently reflects important aspects of the school's operation and finances and which includes comparisons with alike institutions